Basics of Planning

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- Brief a mission analysis brief and concept of support brief to the TSC commander
  - –Develop plans per guidance outlined in FM 5-0
  - –Manage the battle staff
  - –Lead meetings
  - –Conduct mission analysis and logistic intelligence study of the area
  - –Determine ASOS, coalition and other agency support requirements
  - –Produce and conduct a mission analysis brief
  - –Produce and conduct a concept of support brief
  - –Prepare paragraph 4 of the JTF operations order

Why do we plan?

What does a plan help us do in our personal lives?

so

What does a plan help a commander & staff do?

Help the Commander and Staff…

- Think critically.
- Develop situational understanding.
- Anticipate decisions.
- Simplify complexity.
- Task-organize forces and allocate resources.
- Direct and coordinate actions.
- Guide preparation activities.

Nature of Planning

- Military operations are uncertain and unpredictable.
- Leaders who understand the dynamic relationship that time and uncertainty have on enemy and friendly forces are better equipped to develop effective plans.
- The object of planning is to develop a framework for action in the midst of uncertainty.

- Let’s look at what a plan is?
  - a continuous, evolving framework of anticipated actions that maximize opportunities and guide subordinates through each phase of the operation.
  - a formal, articulated document or an informal scheme.
  - an interim product of planning based on information and understanding at the moment
  - subject to revision.

- What do these mean to you?

Planning

- Is the means by which the commander envisions a desired outcome, lays out effective ways of achieving it, and communicates to his subordinates his vision, intent, and decisions, focusing on the results he expects to achieve.

- Is both science and art.

- Is logistics planning a Science or an Art?

- What do we mean by the art and science of planning?

Art of Planning

- Requires understanding how the dynamic relationships between friendly forces, adversaries, and the environment create complexity within operations.
- Includes knowing the effects of operations on soldiers.
- Involves the commander’s willingness to take calculated risks.

Art of Planning Involves

- Types and forms of operations, forms of maneuver, and tactical mission tasks.
- Task organization of available forces.
- Arrangement of activities in time, space, and purpose.
- Resource allocation.
- Choice and arrangement of control measures.
- Tempo.

- How does planning help decision making?

- Are they intertwined?

- What are the two types of decision making? Are they mutually exclusive?

- What is the difference between Operation Level and Tactical Level planning?

The planning fundamentals

- **Commanders focus planning (visualization)**
- **Planning is continuous**
- **Planning is time sensitive**
- **Keep plans simple**
- **Build flexible plans**
- **Design bold plans**

Why are these fundamentals important?

Planning Is Time Sensitive

- Time is a critical factor in planning.
- The result is a constant pressure to decide and act quicker than the enemy.
- Taking more time to plan often results in greater synchronization; however, it also means less time for subordinates to plan and prepare, and more time for the enemy to prepare and act.

Keep Plans Simple

- Simplicity is a principle of war; it is key to effective planning.
- Simple plans require an easily understood concept of operations.
- Simple plans are not simplistic plans.

Build Flexible Plans

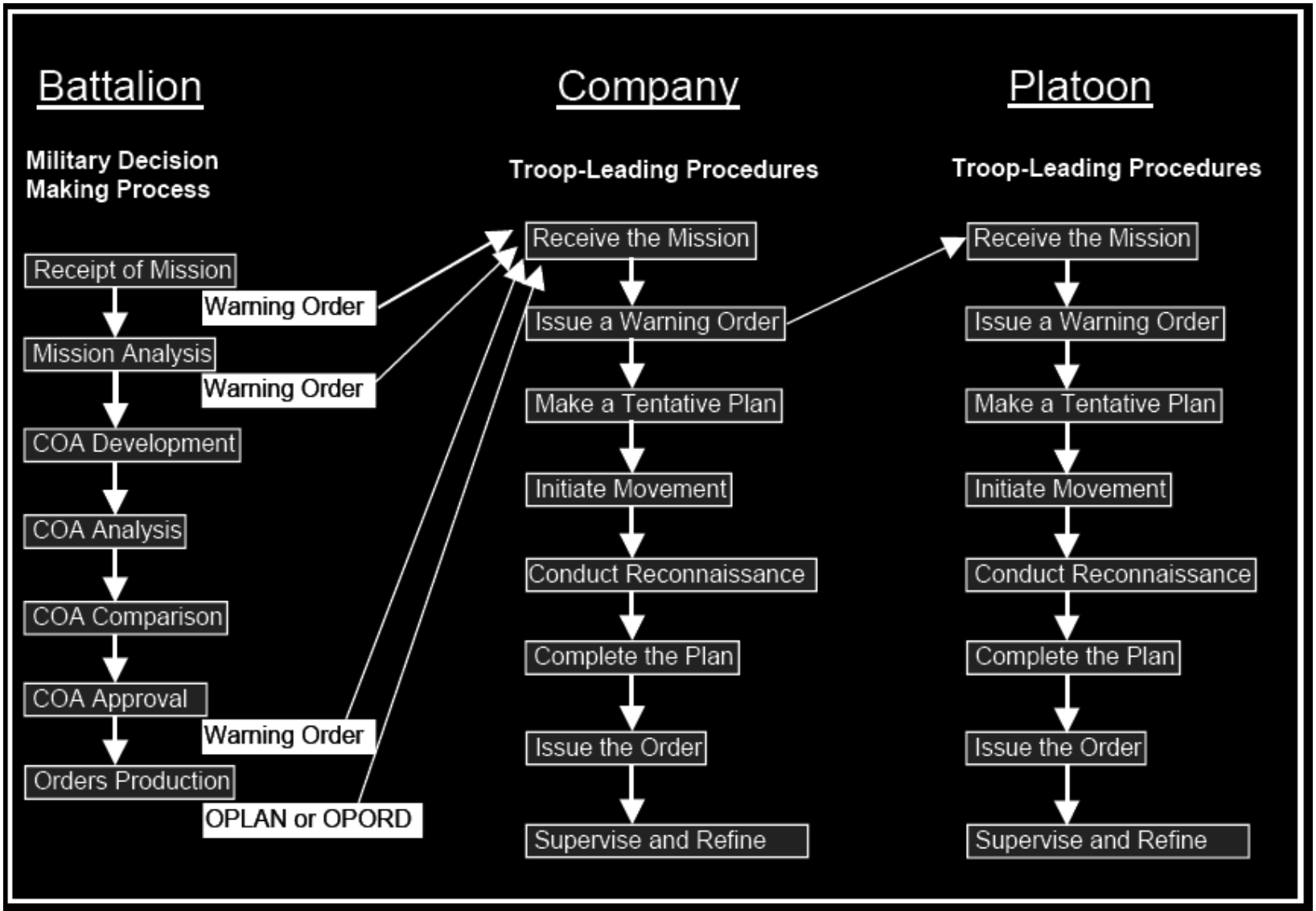
- Flexible plans allow units to adapt quickly to a variety of circumstances.
- Incorporating risk reduction measures into a plan also builds flexibility.
- Control measures are established to aid cooperation among forces without imposing needless restrictions on freedom of action.

Key Planning Concepts

- **Nested concepts.**
- **Sequencing operations.**
- **Control measures.**
- **Risk mitigation.**
- **Hasty and deliberate operations.**
- **Intelligence, surveillance and reconnaissance.**
- **Planning horizons.**
- **Parallel and collaborative planning.**
- **Forward and reverse planning.**
- **The one-third/two-thirds rule.**
- **Planning pitfalls.**

What do these concepts mean and how do we incorporate/consider them in our planning?

Parallel Planning



- What’s the staff’s role in planning?
- What’s the commanders?
- What really happens?

Roles in planning

- Commanders are responsible for planning
- Commanders play a central role in planning
- Staffs assist commanders with the coordination and detailed analysis necessary to convert the commander’s intent, CCIR, and planning guidance into a plan or order

Staff’s Role In Planning

- The staff performs the following critical tasks during planning:
  - Develop and maintain their staff estimate.
  - Identifying specified and implied tasks.
  - Identifying constraints.
  - Identifying key facts and assumptions.
  - Performing intelligence preparation of the battlefield.
  - Formulating the concepts of operations and support in line with the commander’s intent.
  - Developing the scheme of maneuver to support the COA.
  - Preparing, authenticating, and distributing their portion of the plan or order, annexes, estimates, appendixes, and supporting plans.

- What should we get out of the planning process?

The outcome of planning

- Fosters mission command by clearly conveying the commander’s intent.
- Assigns tasks and purposes to subordinates.
- Contains the minimum coordinating measures necessary to synchronize the operation.
- Allocates or reallocates resources.
- Directs preparation activities and establishes times or conditions for execution.

- What’s the most important step or part of planning?

ADRP 5-0 para 2-4

“Any plan is a framework from which to adapt, not a script to be followed to the letter.”

What does this statement mean?